



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
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3 JUNE 1994

MARINE CORPS ORDER 1510.99

From: Commandant of the Marine Corps
To: Distribution List

Subj: COMPETENCIES FOR THE MARINE OFFICER, VOLUME 2 - CAPTAINS

Ref: (a) MCO 1510.34A
(b) MCO 1553.1B
(c) MCO 1553.2
(d) MCO 1553.3

Encl: (1) Competencies for Marine Captains

1. Purpose. To publish the ITS System for Marine Officers serving in the grade of Captain.

a. Volume 1 contains the non-MOS specific ITS System for the grades of Lieutenant and Warrant Officer.

b. Volume 2 contains the non-MOS specific Competencies for the grade of Captain.

c. Volume 3 (TBP) contains the non-MOS specific Competencies for the grade of Major.

2. Background

a. The references establish the system used to publish all training standards, provide policy, and assign responsibilities for applying the Systems Approach to Training (SAT).

b. ITS's provide a common base of training for all Marines who have the same MOS. They provide the basis for the SAT of all individual training. ITS's are to be used by institutional and unit commanders to determine proficiency of individual Marines, to establish training plans and courses of instruction, and to maintain a progressive and systematic method to monitor training impacts on Individual Career Development Plans.

c. ITS's are derived from Mission Performance Standards which come from combat requirements of the Fleet Marine Forces. Changes to doctrine, force structure, and the introduction of new weapons and equipment will require revision of this Order on a regular basis.

3. Information

a. The ITS's contained in Volume 1 and the Competencies contained in Volumes 2 and 3 reflect the knowledge, skills, and qualifications attained by officers completing resident and non-resident PME courses offered by the Marine Corps University. Volume 1 contains those tasks taught to standard at The Basic School. Volumes 2 and 3 contain the competencies achieved by officers attending the Amphibious Warfare School and the Marine Corps' Command and Staff College, respectively. The publication of this order in three volumes reflects an understanding that, as an officer progresses in experience and seniority, the training and education requirements change. Officer course curricula must gradually transition from one consisting predominantly of training (ITS's), to one based largely on education (Competencies).

b. Unlike ITS's published for particular occupational fields, these orders are not meant to guide the annual sustainment training of an officer. The individual officer is responsible for maintaining proficiency in the skills acquired at The Basic School. For those officers unable to attend the resident courses offered at the Amphibious Warfare School and the Marine Corps Command and Staff College, Volumes 2 and 3 will serve as a ready reference for those competencies Captains and Majors should have attained and are responsible for maintaining. The Competencies contained in Volumes 2 and 3 should guide an officer's professional self-development.

c. The Competencies for Marine Captains, Volume 2, contains the following:

Enclosure (1) lists the Competencies for Marine Captains.

4. Action

a. Commanding General, Marine Corps Combat Development Command (MCCDC)

(1) Ensure that the Marine Corps University is using this order to train personnel to the standards required of their grade.

(2) Ensure that the Marine Corps Institute (MCI) and the Training and Audiovisual Support Centers (TAVSC) provide standardized job aids and other training support requirements to facilitate training in units.

(3) Review, revise, and manage the upkeep of this Order in coordination with Force Commanders, MOS/OccFld sponsors and with subject matter experts.

(4) Ensure coordination occurs with the Commanding General, Marine Corps Systems Command (MARCORSYSCOM).


b. Commanding Generals of Marine Forces Atlantic/Pacific and Supporting Establishment Commands; and Commanders of Separate Organizations not Commanded by a General Officer

Use this Order to implement the SAT process for Officer self-sustainment training.

5. Submission of Recommendations and Requirements. Recommendations concerning the contents of this Order are encouraged. Submit recommendations for changes and recommended training requirements to the Commanding General, MCCDC (C461) via the appropriate chain of command.

6. Mobilization. All competencies in this Order will remain in effect during mobilization.

7. Reserve Applicability. This Order is applicable to the Marine Corps Reserve.


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By direction

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COMPETENCY Management

1. COMPETENCY Use

a. For the COMPETENCIES contained within this Order, the bulk of the responsibility for retaining proficiency upon completion of The Amphibious Warfare School or the AWS Extension Course rests with the individual officer.

b. Unit commanders have the responsibility to ensure that those officer's in their charge remain proficient in basic military skills. This order provides a baseline for officer professional development for Captains and can be used to establish professional development training.

2. COMPETENCY Maintenance

a. COMPETENCIES exist because of the threat. Changes which occur must be reflected in COMPETENCIES as a team effort of the formal schools, the operating forces, and staff agencies at Headquarters, U.S. Marine Corps and at the Marine Corps Combat Development Command. Changes in the threat, new weapons, equipment, and doctrine will require new or updated training proficiencies.

b. COMPETENCIES are validated when they are used by institution and unit commanders. Changes can be initiated by units, institutions, or higher headquarters. In order to ensure quality training, COMPETENCIES must be updated continuously.

c. COMPETENCY users should be critical of the COMPETENCIES as a whole as they support or fail to support training requirements.

d. Specific components of a COMPETENCY should also be examined for realism and pertinence.

e. COMPETENCY Management is dynamic. User maintenance is the key to refining proficiencies which best serve unit missions.

ENCLOSURE (1)

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COMPETENCY: 9901.1.1 Demonstrate knowledge of the key elements of the U.S. National Security Strategy, the various regions of the world where instability is predominant, and how other, nontraditional threats, such as socioeconomic, religious, or environmental issues, may affect U.S. national security.

OVERVIEW: Our National Security Strategy outlines the structure, focus, planning and actions of the institutions which comprise our security system. As Marine Captains, a solid grasp of our National Security Strategy and the context in which the strategy exists are essential. This implies an understanding of the world's physical and cultural geography, as well as contentious socioeconomic issues which may impact our national interests.

EDUCATIONAL FOCUS:

1. The importance of civilian control of the military in preserving American Democracy.
2. The four pillars of National Military Strategy.
3. The utility of Naval Expeditionary Forces to the National Command Authority (NCA) and regional warfighting CINC's.
4. How Maritime Prepositioning Forces (MPF's) and Crisis Action Modules (CAM's) decrease force closure time and add flexibility to a CINC's force options.
5. The current view of military power as an element of United States national power.
6. Articulation of global threats such as socioeconomic, religious, or environmental issues and how they affect U.S. national security.
7. The utility of Naval Expeditionary Forces in the political/military environment beyond 1994.
8. The cultural considerations involved when engaged in operations with foreign military personnel and civilians.
9. The environment and principles that are fundamental to peacekeeping and humanitarian intervention operations, as well as techniques used to control violence in these operations.
10. The frequency of hostilities on the lower end of the conflict spectrum in the emerging world order, and the importance of studying revolutionary warfare in light of this high number of existing and potential hostilities.
11. The impact of the Law of War, international law, host nations laws, and other legal agreements on military operations in the revolutionary warfare environment, in the form of rules of engagement and operational constraints/restraints.
12. National policies, strategy, and programs pertaining to the war on drugs; and the role of the Marine Corps in these programs.
13. The concept of limited objective operations and stability operations and articulation of the specific types of operations that fall under each of the two board categories of operations.

REFERENCES:

1. FMFM 1, Warfighting
2. On War by Carl Von Clausewitz
3. The Art of War by Sun Tzu
4. Marine Corps Capabilities Plan, Vol 1, Jun 92
5. "...From the Sea," Oct 92
6. Annex A, FMFRP 3-14, Amphibious Operations in 2010
7. FMFM 7-34, NASTF Civil Affairs
8. FMFM 8-2, Counterinsurgency Operations

Encl (1)

9. Joint Pub 3-07, Doctrine for Joint Operations in Low Intensity Conflict
10. Joint Pub 3-07.1, Joint Tactics, Techniques, and Procedures for Foreign Internal Defense
11. Joint Pub 3-07.3, Joint Tactics, Techniques, and Procedures for Peacekeeping Operations
12. Joint Pub 3-07.4, Joint Tactics, Techniques, and Procedures for Counterdrug Operations
13. FM 27-10, Law of Land Warfare
14. FM 33-1, Psychological Operations
15. FM 90-8, Counterguerrilla Operations
16. FM 100-20, Military Operations in Low Intensity Conflict
17. FMFRP 12-15, Small Wars Manual
18. FMFRP 12-18, Mao Tse-tung on Guerrilla Warfare
19. FMFRP 12-25, The Guerrilla and How to Fight to Fight Him
20. Insurgency and Terrorism by Dr, Bard O'Neill
21. Unholy Grail: The U.S. and the Wars in Vietnam, 1965-1968, by Dr. Larry E. Cable
22. The Operational Law Handbook
23. Marine Corps Master Plan 1994-2004

ADMINISTRATIVE INSTRUCTIONS: None.

Encl (1)

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COMPETENCY: 9901.1.2 Demonstrate knowledge of the key elements of the National Military Strategy, potential military threats, and the unique contributions made by Naval Expeditionary Forces in the areas of deterrence, forward presence, and crisis response.

OVERVIEW: It is critical that Marine Captains develop and maintain an appreciation of the significant military threats with whom we might contend. As Marines, one of our greatest strengths is to provide service under the structure of a Naval Expeditionary Force. It is imperative that, as Marine leaders, we are fully aware of the various contributions Naval Expeditionary Forces offer in support of the National Military Strategy.

EDUCATIONAL FOCUS:

1. The MAGTF concept and its capabilities.
2. The necessary skills related to analyzing any potential threat, using the North Korean Armed Forces (NKPA) as a model.
3. The purpose, scope, and environment of NEO operations.
4. The role played by the Department of State in NEO.
5. The characteristics, requirements, and considerations for commanders tasked to conduct a NEO.
6. The purpose, organization, and application of the Evacuation Control Center (ECC).
7. The capabilities and limitations of MPF operations.
8. The six considerations for employment of an MPF.
9. The organization, composition, functions, and command relationships for the agencies responsible for arrival and assembly of the MPF.

REFERENCES:

1. FMFM 1, Warfighting
2. FMFM 1-1, Campaigning
3. FMFM 1-2, The Role of the Marine Corps in the National Defense
4. FM 34-130, Intelligence Preparation of the Battlefield
5. FM 34-71, North Korean Military Forces
6. FM 100-2-79, North Korean People's Army Operations
7. FMFM 3-1, Command and Staff Action
8. FMFM 8-1, Special Operations
9. FMFM 1-5, Maritime Prepositioning Force (MPF) Operations
10. FM 100-20, Military Operations in Low Intensity Conflict

ADMINISTRATIVE INSTRUCTIONS: None.

Encl (1)

COMPETENCY: 9901.1.3 Demonstrate knowledge of the major elements of Joint Pub 1, Joint Warfare of the U.S. Armed Forces, including the roles and functions of each of the Services, and identify the relationship of component commanders to the Unified Commander.

OVERVIEW: The scope, intensity and complexity of modern conflict demands a focus of all aspects of military power for which a single Service will rarely suffice. In this light, our National Military Strategy acknowledges the effectiveness of unity of effort and single minded focus. What each branch of the Service brings to the joint arena with emphasis on capabilities, limitations, and employment philosophies is essential information for Marine Captains.

EDUCATIONAL FOCUS:

1. The general process for integrating FMF units into naval, joint or combined forces.
2. The components of the MAGTF and each of the major supporting elements of the MAGTF.
3. How a MAGTF commander influences the battle.

REFERENCES:

1. FM34-130, Intelligence Preparation of the Battlefield
2. FMFM 1-2, The Role of the Marine Corps in the National Defense
3. FMFM 1-7, Supporting Arms in Amphibious Operations
4. FMFM 2, MAGTF Operations
5. FMFM 2-2, Amphibious Reconnaissance
6. FMFM 2-7, Fire Support in MAGTF Operations
7. FMFM 3, Command and Control
8. FMFM 3-1, Command and Staff Action
9. Standardized Marine Expeditionary Unit (MEU) Special Operations Training Handbook

ADMINISTRATIVE INSTRUCTIONS: None.

Encl (1)

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COMPETENCY: 9901.1.4 Demonstrate knowledge of the role of the Marine Corps in the national defense as per FMFM 1-2.

OVERVIEW: As established by law, the Marine Corps, as part of the Naval Service, provides support of our National Military Strategy through the performance of assigned roles, missions and tasks. Professionals seeking to contribute to the performance of these factors must possess a broad knowledge of them and of how they impact on our military strategy.

EDUCATIONAL FOCUS:

1. The traditional MEF(FWD)/MAGTF operations.
2. The concept of buildup of forces in theater.
3. The origin, development, and utility of the MEU(SOC) concept.
4. The missions and capabilities of a MEU(SOC).
5. The organization and composition of a MEU(SOC).
6. Rapid planning procedures and techniques.
7. The conditions and factors that contribute to the complex nature of an insurgency.
8. The nature of military action in supporting a counterinsurgency, how it ties to the application of other instruments of national power, and how this relationship impacts command relationships and operations.
9. The environment and principles that are fundamental to peacekeeping and humanitarian intervention operations, as well as techniques used to control violence in these operations.
10. National policies, strategy, and programs pertaining to the war on drugs; and the role of the Marine Corps in these programs.
11. The concept of limited objective operations and stability operations and articulation of the specific types of operations that fall under each of the two board categories of operations.

REFERENCES:

1. FMFM 1-5, Maritime Prepositioning Force (MPF) Operations
2. FMFM 4-1, Combat Service Support
3. FMFM 7-34, MAGTF Civil Affairs
4. FMFM 13-4/NWP 22-9, Naval Construction Force Support of MAGTF
5. FMFRP 12-14, Logistics in the National Defense
6. Joint Pub 3-07, Doctrine for Operations in Low Intensity Conflict
7. Joint Pub 3-07.1, Joint Tactics, Techniques, and Procedures for Foreign Internal Defense
8. Joint Pub 3-07.4, Joint Tactics, Techniques, and Procedures for Counterdrug Operations
9. OH 7-8, Deployment of the Assault Follow-on Echelon (AFOE)

ADMINISTRATIVE INSTRUCTIONS: None.

Encl (1)

COMPETENCY: 9901.1.5 Demonstrate knowledge of how the Marine Corps service plans relate to and support CINC and Fleet requirements.

OVERVIEW: The Marine Corps is a uniquely structured and highly versatile organization. The capabilities inherent to a Naval Expeditionary Force of this character do not only ensure success in war, but also provide specialized peacetime functions as well. However, it is important to remember that the true strength of our national security is derived from the qualities of all Services under the singular control of one unified commander. Marine Captains should develop a broad knowledge of the unified command structure and how the Marine Corps' participation in joint and combined operations is envisioned.

EDUCATIONAL FOCUS:

1. The general process for integrating FMF units into naval, joint or combined forces.
2. The enabling and complementary characteristics of forward deployed MAGTF's.

REFERENCES:

1. Armed Forces Staff College, Pub. 1
2. FMFM 1-1, Campaigning
3. FMFM 1-2, The Role of the Marine Corps in the National Defense
4. Joint Pub 5-00.2, Joint Task Force Planning Guidance and Procedures

ADMINISTRATIVE INSTRUCTIONS: None.

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COMPETENCY: 9901.1.6 Demonstrate a working knowledge of the concepts of maneuver warfare as defined in FMFM 1.

OVERVIEW: Our warfighting philosophy is based upon maneuver warfare concepts outlined in FMFM 1. These concepts are applicable at every level of war--the tactical, operational, and strategic. Additionally, they have application across the entire spectrum of conflict, from military operations other than war to high intensity conflict. Marine Captains should not only be familiar with these concepts, they must know how to apply them when given a tactical scenario. In fact, these concepts should be applied during peacetime training and day-to-day operations whenever possible.

EDUCATIONAL FOCUS:

1. The ability to apply warfighting concepts as outlined in FMFM 1.
2. Given a fluid tactical scenario, the battlefield decisions utilizing the maneuver warfare concepts discussed in FMFM 1.
3. The major factors that influence the outcome of battles, campaigns, and wars.
4. The nature of war as outlined in FMFM 1.
5. How the human dimension of war allows us to overcome the friction, disorder, and uncertainty associated with the modern battlefield.
6. The relationship between the two different forms of warfare, the offense and the defense.
7. The two primary styles of warfare.
8. The levels of war and how they are interrelated.
9. When given a scenario (historical or actual), the elements of combat power for friendly and enemy forces.
10. Given a tactical scenario, how momentum was achieved through the application of concentration and speed.
11. What is meant by enemy critical vulnerabilities.
12. How surprise and boldness combine to become a multiplier of combat power.
13. The seven critical areas that a unit or a nation must address in order to be prepared for war.
14. Maneuver warfare concepts to shape the battlefield and overcome friction, disorder, and uncertainty when given a fluid tactical situation.
15. Given a tactical situation and higher commander's intent, a commander's intent for a subordinate unit using the format outline below:
 - a. Enemy Actions
 - b. Enemy Critical Vulnerability
 - c. How You Intend to Exploit that Vulnerability
 - d. Endstate (Long-term vision of success) in terms of:
 - Enemy
 - Terrain
 - Friendly
16. The current view of military power as an element of United States national power.
17. The three levels of war and be able to discuss their relationship to each other.
18. A military campaign and how the operational level of war links strategy and tactics.

REFERENCES:

Encl (1)

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1. FM 100-5, Operations
2. FMFM 1, Warfighting
3. FMFM 1-1, Campaigning
4. FMFM 1-3, Tactics
5. FMFM 4-1, Combat Service Support Operations
6. FMFRP 12-14, Logistics in the National Defense
7. OH 6-1, Ground Combat Operations
8. Attacks, Rommel
9. No Victor, No Vanouished, O'Ballance
10. Chickamauga - Bloody Battle in the West, Tucker
11. War As I Knew It, Patton
12. The Campaigns of Napoleon, Chandler
13. Defeat Into Victory, Slim
14. To Lose A War, Horne
15. Panzer Battles, Von Mellenthin
16. Panzer Leader, Guderian
17. Maneuver In War, Willoughby
18. Chosin, Hammel
19. A Special Valor, Wheeler
20. The Profession of Arms, Hackett
21. On The Psychology of Military Incompetence, Dixon
22. This Hallowed Ground, Catton
23. Infantry In Battle, The Infantry Journal
24. Generalship: Its Diseases and Their Cure, Fuller
25. The Devil's Horsemen, Chambers
26. An Historical Perstective on Light Infantry, Research Survey
No. 6, Major Scott R. McMichael
27. On War, by Carl Von Clausewitz
28. The Art of War, by Sun Tzu
29. The Dynamics of Doctrine: The Changes in German Tactical
Doctrine During the First World War, by Timothy T. Luper
30. Toward Combined Arms Warfare: A survey of Tactics, Doctrine,
and Organization of the 20th Century, by Capt Jonathan M.
House
31. Victory at High Tide, by R.D. Heinl
32. Gallipoli, by A. Moorehead

ADMINISTRATIVE INSTRUCTIONS: None.

Encl (1)

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COMPETENCY: 9901.1.7 Given a threat scenario, analyze the factors of METT-TS-L in order to identify the enemy's significant capabilities and critical vulnerabilities, develop a plan that maximizes our capabilities while minimizing his capabilities and exploits his vulnerabilities to achieve success on the battlefield.

OVERVIEW: Military professionals must possess analytical prowess and good military judgment. They must know how to analyze potential adversaries, to include their equipment capabilities, tactics, doctrine, and intangible factors that contribute to combat power. Additionally, they must understand their own capabilities and limitations. This knowledge, combined with a complete understanding of the situation, terrain, weather, logistics, and time and space relationships, allows a commander to combine experience and judgment to develop sound tactical and operational plans and make timely tactical decisions to decisively defeat an enemy on the battlefield.

EDUCATIONAL FOCUS:

1. The concepts of maneuver warfare philosophy in tactical scenarios.
2. A given situation using the following maneuver warfare concepts: commander's intent, mission orders, focus of effort, objectives and aiming points, use of the reserve, combined arms, deception, tempo, reconnaissance pull and risk versus gain.
3. The analytical skill necessary to focus on the enemy and foster the military judgment required to operate in an uncertain environment.
4. Tactical decisions in terms of METT-TS-L and the fundamentals of offensive tactics.
5. A particular threat scenario from the ACE, GCE, and CSSE perspective.
6. Feasible courses of action for a given threat scenario.

REFERENCES:

1. FM 34-71, North Korean Military Forces
2. FM 90-8, Counterguerrilla Operations
3. FM 100-2-79, North Korean People's Army Operations
4. FM 100-5, Operations
5. FMFM 1, Warfighting
6. FMFM 1-1, Campaigning
7. FMFM 2-2, Amphibious Reconnaissance
8. FMFM 3-1, Command Staff Action
9. FMFM 5-35, Assault Support Helicopter Tactical Manual
10. FMFM 6-3, Marine Infantry Battalion
11. FMFM 6-4, Marine Rifle Company/Platoon
12. FMFM 6-21, Tactical Fundamentals of Helicopterborne Operations
13. FMFM 6-18, Techniques and Procedures for Fire Support Coordination
14. FMFM 8-2, Counterinsurgency Operations
15. FMFRP 12-15, Small Wars Manual
16. FMFRP 12-18, Mao Tse-tung on Guerrilla Warfare
17. FMFRP 12-25, The Guerrilla and How to Fight to Fight Him

ADMINISTRATIVE INSTRUCTIONS: None.

Encl (1)

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COMPETENCY: 9901.1.8 Demonstrate knowledge of the Intelligence Preparation of the Battlefield (IPB) process, demonstrate the ability to apply the process across the spectrum of conflict, and demonstrate knowledge of how the process can be used by the commander to shape the battlefield.

OVERVIEW: Intelligence Preparation of the Battlefield (IPB) is a powerful analytical and staff integration tool which fosters a close appreciation of the environment, geography and threat possibilities in a particular location. Ultimately, the employment of IPB assists in formulating the estimate of the situation. Effective integration of IPB within the decision making process gives an edge by contributing quality to the development of decisions. Officers must know IPB tools, their specific purposes, and the nature of the Threat in order to participate in and contribute to the integration process.

EDUCATIONAL FOCUS:

1. The commander's responsibility for the intelligence function within his command.
2. The intelligence cycle and its fundamental purpose.
3. The role of intelligence in the staff planning process.
4. Organic intelligence collection resources and basic collection management.
5. The organization, roles, missions, and command relationships of the Surveillance, Reconnaissance, and Intelligence Group (SRIG).
6. The MAGTF intelligence organization for operations.
7. The employment considerations for the organic intelligence collection resources of the MAGTF.
8. The intelligence cycle and the operational mission planning process.
9. The IPB process and purpose.
10. The role which the IPB process can play in the overall staff planning process.
11. The utility of Modified Combined Obstacle Overlay (MCOO).
12. The relationship between Named Areas of Interest (NAI's), Target Areas of Interest (TAI's), and Decision Points (DP's) as they are used to support the commander's mission planning.
13. The primacy for development of each major IPB template.
14. Appreciation for use of Intelligence Data Systems as a planning resource.

REFERENCES:

1. FM 34-130, Intelligence Preparation of the Battlefield
2. FMFM 2, MAGTF Operations
3. FMFM 3, Command and Control
4. FMFM 3-1, Command and Staff Action
5. FMFM 3-20, Commander's Guide to Intelligence
6. FMFM 3-21, MAGTF Intelligence Operations
7. FMFRP 3-28, Tri-MEF Standing Operating Procedures for Field Intelligence Operations
8. FMFRP 12-16, Front-line Intelligence

ADMINISTRATIVE INSTRUCTIONS: None.

Encl (1)

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COMPETENCY: 9901.1.9 Demonstrate knowledge of MAGTF organization and demonstrate ability to plan and execute MAGTF operations in periods of limited visibility, in extreme environments (NBC, arctic, desert, jungle), and in urban or riverine environment using the principles of FMFM 1 and FMFM 2.

OVERVIEW: MAGTF organizational and employment concepts exist to exploit a combined arms approach to warfare yielded by the unique capabilities of the MAGTF that is ultimately capable of employment in any environment. Employing forces under the MAGTF concept, it is crucial that an officer possess a broad knowledge of the structure of MAGTF and subordinate organizations. Effective planning and successful execution of MAGTF operations in any environment utilizing our war fighting doctrine are crucial to achieving a favorable decision.

EDUCATIONAL FOCUS:

1. The organization and capabilities of units in the FMF used to build Marine Air-Ground Task Forces.
2. Task organizing to maximize the effectiveness of organic and attached elements of combat power.
3. The limitations of weapons capabilities in urban terrain.
4. The unique CSS considerations essential for the conduct of operations.
5. The special considerations for employment of supporting fires during operations.
6. The duties and responsibilities of a battalion staff officer during combat operations.
7. Fire support coordination during combat operations.
8. Basic decisions regarding the employment of MAGTF elements and assets.
9. The complexity of employing the four elements of the MAGTF.
10. The functions of the MAGTF command element and the relationship of information flow to communication capabilities within the MAGTF.
11. The means of communication within the MAGTF.
12. The capabilities and limitations of MAGTF communications systems.
13. The components of the MAGTF and each of the major supporting elements of the MAGTF.
14. The different kinds of command posts used by MAGTF commands.
15. The purpose, components and concepts of MAGTF command and control.
16. The purpose and importance of MEF liaison officers.
17. MAGTF operations and notional organizations.
18. MAGTF planning.
19. How a MAGTF fights.
20. Current and evolving MAGTF tactics and doctrine.
21. The utility of the MAGTF in a joint/combined environment.
22. Tactical decisions in terms of METT-TS-L and the fundamentals of offensive tactics.
23. Planning and preparation of a battalion operation order and appropriate overlays, given a specific scenario, higher commanders operations order and the enemy situation.

REFERENCES:

1. FMFM 1, Warfighting
2. FMFM 1-1, Campaigning
3. FMFM 2, MAGTF Operations

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4. FMFM 2-7, Fire Support in MAGTF Operations
5. FMFM 2-7-1, Fire Support Coordination by the MAGTF Command Element
6. FMFM 3, Command and Control
7. FMFM 6-3, Marine Infantry Battalion
8. FMFM 6-4, Marine rifle Company/Platoon
9. FMFM 6-18, Techniques and Procedures for Fire Support Coordination
10. FMFRP 1-11, Fleet Marine Force Organization
11. FMFRP 3-28, Tri-MEF Standing Operating Procedures for Field Intelligence Operations
12. FMFRP 12-15, Small Wars Manual
13. OH 3-31, MAGTF Command Element Communication
14. OH 6-1A, Ground Combat Element Command and Control
15. OH 8-7, Military Operation on Urbanized Terrain (MOUT)

ADMINISTRATIVE INSTRUCTIONS: None.

Encl (1)

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COMPETENCY: 9901.1.10 Demonstrate knowledge sufficient to identify the capabilities of, and demonstrate ability to employ, MAGTF reconnaissance and surveillance assets.

OVERVIEW: The Marine Corps philosophy of warfare places a high premium on an outward focus. Effectively doing so provides the crucial information and intelligence necessary to determine enemy intentions and ultimately, enemy critical vulnerabilities at the various levels of war. Aggressive pursuit of this effort allows us recognition of the fleeting opportunities necessary for effective exploitation. Related to this is the requirement to deny the enemy this same knowledge of us. Knowledge of the structure, capabilities, limitations, basic employment, and planning considerations of all MAGTF reconnaissance, surveillance, and counterreconnaissance means are essential to a Marine Captain.

EDUCATIONAL FOCUS:

1. The commander's responsibility for the intelligence function within his command.
2. The intelligence cycle and its fundamental purpose.
3. The role of intelligence in the staff planning process.
4. Organic intelligence collection resources and basic collection management.
5. The organization, roles, missions, and command relationships of the Surveillance, Reconnaissance, and Intelligence Group (SRIG).
6. The MAGTF intelligence organization for operations.
7. The employment considerations for the organic intelligence collection resources of the MAGTF.
8. The current and potential challenges/requirements affecting intelligence support of the MAGTF.
9. The relationship between the intelligence cycle and the operational mission planning process.
10. The definition of SIGINT and its three divisions and how SIGINT contributes to the satisfaction of the MAGTF commander's intelligence requirements.
11. The definition of EW and its three divisions and EW contributes to the MAGTF commander's intelligence requirements also can serve as a force/combat multiplier.
12. Staff responsibilities for SIGINT and EW within the MAGTF command element.
13. USMC organizations which participate in SIGINT and/or EW operations.
14. The organizations which participate in SIGINT and/or EW operations.
15. The organization and function of the Signals Intelligence/Electronic Warfare Coordination Center (S/EWCC).
16. The advantages and disadvantages of placing EW units/elements in attachment, operational control, general support, and direct support of/to a MAGTF or its subordinate elements.
17. Complementing effects of SIGINT and Electronic Warfare Support Measures(ESM) on each other within the MAGTF intelligence collection effort.
18. Electronic Countermeasures (ECM) use as a fire support measure to attack enemy usage of the electromagnetic spectrum.
19. The difference between reconnaissance, surveillance and counterreconnaissance.
20. The capabilities, limitations and employment characteristics of Marine Corps reconnaissance units.
21. The relationship and roles of the commander, S-2 and S-3 in the planning and execution of R, S, and C operations.
22. The ground reconnaissance plan, Tab A to Appendix 11 to Annex B of an operation order.
23. PC-NIPS as a planning resource.
24. Counterreconnaissance in offensive operations.

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25. The intelligence considerations specifically required of an amphibious operation.
26. National and theater information collection agencies which can provide intelligence support to the amphibious task force.
27. The purpose, organization, and function of the Joint Intelligence Center (JIC).

REFERENCES:

1. FM 17-95, Cavalry Operations
2. FMFM 2, MAGTF Operations
3. FMFM 2-2, Amphibious Reconnaissance
4. FMFM 3-1, Command and Staff Action
5. FMFM 3-20, Commander's Guide to Intelligence
6. FMFM 3-21, MAGTF Intelligence Operations
7. FMFM 3-23, Signals Intelligence/Electronic Warfare Operations
8. FMFRP 3-28, Tri-MEF Standing Operating Procedures for Field Intelligence Operations
9. FMFRP 12-16, Front-line Intelligence
10. Joint Pub 1-02, Department of Defense Dictionary of Military and Associated Terms
11. Joint MOP-95, Electronic Warfare
12. NWP 10-1-40, Electronic Warfare Coordination
13. NWP 33, Electronic Warfare
14. PC-NIPS Computer Program

ADMINISTRATIVE INSTRUCTIONS: None.

Encl (1)

COMPETENCY: 9901.1.11 Demonstrate knowledge of the organization and functions of a MAGTFCommand Element (CE).

OVERVIEW: The MAGTF is a complex organization designed to successfully wage combined arms warfare by focusing the resources of its various elements. This focus is achieved by the MAGTF command element which integrates and unifies subordinate element activity by means of its command and control system. In order to contribute to MAGTF efforts, officers should possess a broad knowledge of the organizational structure of the MAGTF with particular emphasis on the organization of the Command Element. Additionally, it is important to understand Command Element functions, procedures and coordination means.

EDUCATIONAL FOCUS:

1. The components of the MAGTF and each of the major supporting elements of the MAGTF.
2. Critical internal and external parts of command and control in MAGTF operations.
3. The agencies of the MAGTF and their counterparts in other U.S. armed forces.
4. The different kinds of command posts used by MAGTF commands.
5. How a MAGTF commander influences the battle.
6. The purpose, components and concepts of MAGTF command and control.
7. The functions the command element performs and what correlation these functions have on the size, structure and method of security necessary for the command post.
8. The "top down" approach to planning effects on MEF-level fires.
9. The purpose and importance of MEF liaison officers.
10. The historical development of the MAGTF concept.
11. MAGTF operations and notional organizations.
12. Conduct MAGTF planning.
13. How a MAGTF fights.
14. Current and evolving MAGTF tactics and doctrine.
15. The utility of the MAGTF in a joint/combined environment.
16. Task organization of a command post into echelons, by function, and list that command post's configuration and the major associated communications equipment at the infantry regiment/battalion levels.

REFERENCES:

1. FMFM 1, Warfighting
2. FMFM 1-1, Campaigning
3. FMFM 2, MAGTF Operations
4. FMFM 2-7, Fire Support in MAGTF Operations
5. FMFM 2-7-1, Fire Support Coordination by the MAGTF Command Element
6. FMFM 3, Command and Control
7. FMFM 3-1, Command and Staff Action
8. FMFRP 3-28, Tri-MEF Standing Operating Procedures for Field Intelligence Operations
9. Joint Pub 1-02, Department of Defense Dictionary of Military and Associated Terms
10. OH 6-1, Ground Combat Operations

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11. OH 6-1A, Ground Combat Element Command and Control

ADMINISTRATIVE INSTRUCTIONS: None.

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COMPETENCY: 9901.1.12 Utilizing the concepts outlined in FMFM 1, Warfighting, and FMFM 1-3, Tactics, demonstrate the ability to employ the Ground Combat Element (GCE), and subordinate elements of the GCE, as an integral part of the MAGTF.

OVERVIEW: Because the GCE is maneuverable, flexible, adaptable, and possesses the command and control apparatus to control and coordinate the various combined arms organic to the MAGTF, it is usually the main effort in combatant operations. Therefore, a solid and complete understanding of its subordinate elements and their capabilities is critical. While tactical concepts are fundamental and simple to grasp, their application is complex and difficult. It requires a solid understanding of one's own forces, the factors of METT-TS-L, and the techniques and procedures which allow us to make the transition from theory and concepts into execution and action.

EDUCATIONAL FOCUS:

1. The major subordinate elements of the GCE and their missions.
2. The capabilities and limitations of the weapons systems organic to the GCE.
3. How the factors of METT-TS-L effect the employment of the various subordinate elements of the GCE.
4. The ability to synchronize the use of various combined arms assets organic to the GCE.
5. Functions of members of a GCE staff during the planning and execution phases of a tactical operation.
6. Coordination of combined arms to support the GCE scheme of maneuver of the ground by developing a fire support plan.

REFERENCES:

1. FMFM 1, Warfighting
2. FMFM 6-3, Marine Infantry Battalion
3. FMFM 6-4, Marine Rifle Company/Platoon
4. FMFM 6-18, Techniques and Procedures for Fire Support Coordination
5. OH 0-3A, Operational Effects of Terrain and Weather
6. OH 6-1, Ground Combat Operations

ADMINISTRATIVE INSTRUCTIONS: None.

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COMPETENCY: 9901.1.13 Demonstrate ability to employ the Aviation Combat Element (ACE) as an integral part of the MAGTF.

OVERVIEW: The Marine Corps has not only established itself as a premier fighting force on the ground, but in the air as well. In order to come from the sea, we must fully integrate all of our resources to maximize our opportunities for success. An understanding of the Aviation Combat Element (ACE) and how it works in conjunction with the GCE and the CSSE is important for all Marine Captains.

EDUCATIONAL FOCUS:

1. The ACE as a force multiplier to shape the battlefield.
2. The maneuvering accomplished by both aviation and ground forces must be coordinated or "symchronized" in order to create fully a dilemma for the enemy and maximize relative combat power at the decisive point.
3. The issues of centralized/decentralized responsiveness and flexibility.
4. The six mission of Marine aviation and associated aircraft.
5. The inputs from the GCE and CSSE in formulation of the estimate of supportability.
6. The procedures and doctrinal flow for requesting air support for the company level.
7. The challenges faced by the commander when planning and executing rear area security operations.
8. Preparation of an Annex M (Air Support Annex) for an operation plan/order.

REFERENCES:

1. FMFM 5-10, Air Reconnaissance
2. FMFM 5-35, Assault Support Helicopter Technical Manual
3. FMFM 5-40, Offensive Air Support
4. FMFM 5-42, Deep Air Support Planning
5. FMFM 5-52, Employment of Low Altitude Air Defense Battalion
6. FMFM 6-8, Supporting Arms Observer, Spotter, ems Controller
7. FMFM 6-18, Techniques and Procedures for Fire Support Coordination
8. FMFM 6-21, Tactical Fundamentals of Helicopterborne Operations
9. FMFRP 5-85, Aviation Equipment and Systems
10. FMFRP 14-5, Marine Air Command and Control System Operational Concept
11. Joint Pub 3-01.2, Joint Doctrine for Theater Counterair Operations

ADMINISTRATIVE INSTRUCTIONS: None.

COMPETENCY: 9901.1.14 Demonstrate ability to task organize a Combat Service Support Element (CSSE) to support MAGTF operations.

OVERVIEW: The Combat Service Support Element provides support and, ultimately, sustainment to the MAGTF through operational logistics. This enables operational scope for the MAGTF's integrated combined arms team. Broad knowledge of the CSSE's capabilities and limitations are central to an understanding of the MAGTF's operational potential. In order for officers to contribute to MAGTF operations, they must understand task organization principles and conventions. Additionally, broad knowledge of the structure and situational requirements of both the supporting and supported MAGTF elements are a necessity.

EDUCATIONAL FOCUS:

1. The key CSS considerations for a MAGTF conducting combat support operations.
2. The role of the primary planner in the MAGTF who is concerned with external logistic requirements.
3. The CSS responsibilities of the supported unit.
4. The CSS planning responsibilities of the CSSE and the planning documents required for CSS operations.
5. The ten classes of supply.
6. The supply support planning references used in computing common supply requirements.
7. How to compute common supply requirements.
8. The control of supply support during MAGTF operations.
9. The CSS requirements to support a mechanized infantry battalion in the offense.
10. The appropriate echelons of CSS in support of a mechanized infantry battalion in the offense.
11. The appropriate positioning techniques of battalion trains and combat service support detachments in support of a mechanized infantry battalion in the offense.
12. Preparation of Annex D (Logistics) of an operation plan/order.
13. Ability to analyze a CSS mission.
14. Determination of CSS requirements based on a mission analysis.
15. Task organization of personnel and equipment from units of the CSSE onto a CSSD.
16. Rear area security operations.
17. The current Marine Corps doctrine for rear area security.
18. The challenges faced by the commander when planning and executing rear area security operations.
19. The characteristics of CSS in defensive operations.
20. Factors to be considered when positioning CSS units and establish combat service support areas.
21. The role of each CSS function in defensive operations.
22. The CSS request system used in amphibious operations.
23. Command responsibilities for subordinate health and the use of medical support in combat operations.
24. Effects of nonbattle injuries on the combat effectiveness of a unit.

REFERENCES:

1. FM 21-10, Field Hygiene and Sanitation
2. FM 100-10, Combat Service Support
3. FMFM 2, MAGTF Operations

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4. FMFM 2-6, MAGTF Rear Area Security
5. FMFM 4, Combat Service Support
6. FMFM 4-1, Combat Service Support Operations
7. FMFM 4-4, Engineer Operations
8. FMFM 4-50, Medical Support
9. FMFRP 0-14, Marine Corps Supplement to the DoD Dictionary of Military and Associated Terms
10. FMFRP 1-11, Fleet Marine Force Organization
11. Joint Pub 3-10. Doctrine for Rear Area Operations

ADMINISTRATIVE INSTRUCTIONS: None.

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COMPETENCY: 9901.1.15 Demonstrate a knowledge of the concept of combined arms and demonstrate the ability to execute the techniques of planning and coordinating air, naval surface fire support, artillery, mortars, engineers, antitank assets, electronic warfare assets, deception assets and reconnaissance assets to support maneuver elements of the MAGTF.

OVERVIEW: The combined arms approach to warfare is a technique totally consistent with our maneuver warfare philosophy and the best means of dealing with the complexity of modern, high technology warfare. The application of combined arms is an integral part of our maneuver warfare philosophy. The synergistic effects of combining different supporting arms creates an inextricable dilemma for the enemy. This dilemma shatters cohesion and greatly contributes to his rapid defeat on the battlefield. A Marine Captain must know the capabilities of all our supporting arms organizations and know how to best combine them in a given situation.

EDUCATIONAL FOCUS:

1. Our present day warfighting philosophy compared to one that was practiced during WWI.
2. The origins of our warfighting and leadership philosophies.
3. Maneuver warfare concepts:
 - a. Commander's intent.
 - b. Mission orders.
 - c. Focus of effort.
 - d. Objectives and aiming points.
 - e. Use of the reserve.
 - f. Combined arms.
 - g. Deception.
 - h. Tempo.
 - i. Reconnaissance pull.
 - j. Risk versus gain
4. The capabilities and limitations of each weapon system.
5. METT-TS-L, in order to maximize the use of each weapon system and put the enemy in a dilemma from which he cannot escape.
6. How to apply the fundamental principles of fire support.
7. How to synchronize all fire support assets to achieve decisive results.
8. Functions of members of a battalion, regimental or MAGTF level FSCC during the planning and execution of offensive and defensive operations.
9. Basic fire support terminology and the ability to do the following:
 - a. Assign and use priority fires.
 - b. Allocate fire support assets in the offense and defense.
 - c. Plan and execute preparation fires.
 - d. Develop and use a target precedence list.
 - e. Employ target acquisition assets.
 - f. Use top-down fire planning.
 - g. Utilize target lists and scheduling worksheets during the planning and execution of an operation.

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10. The employment of command and control assets organic to the fire support system.

REFERENCES:

1. FMFM 1, Warfighting
2. FMFM 6-18, Techniques and Procedures for Fire Support Coordination

ADMINISTRATIVE INSTRUCTIONS: None.

Encl (1)

COMPETENCY: 9901.1.16 Demonstrate knowledge of the concept of Crisis Action Modules and demonstrate sufficient knowledge to deploy various elements of a MAGTF by different deployment means.

OVERVIEW: The Crisis Action Modules (CAMs) concept combines force selection and rapid force closure offered by different deployment options. The end product of CAMS is timely contingency response with a cohesive force capable of dealing with a variety of situations. Operational tradeoffs in capabilities and limitations and how they impact on employment options are the central factors for consideration.

EDUCATIONAL FOCUS:

1. How Maritime Prepositioning Forces (MPF) and Crisis Action Modules (CAM's) decrease force closure time and add flexibility to a CINC's force options.
2. Or strategic lift resources to include how each contributes to the strategic lift capability.
3. The traditional MEF(FWD)/MAGTF configurations and task organizations available for the buildup of forces.
4. The utility of MAGTF's to the NCA and unified CINC.
5. The enabling and complementary characteristics of forward deployed MAGTF's.
6. The capabilities and limitations of MPF operations.
7. The organization, composition, functions, and command relationships for the agencies responsible for arrival and assembly of the MPF.

REFERENCES:

1. FMFM 1-5, Maritime Prepositioning Force (MPF) Operations
2. FMFM 2, MAGTF Operations
3. FMFM 3, Command and Control Systems
4. Marine Corps Capabilities Plan, Vol 1
5. OH 7-8, Deployment of the Assault Follow-on Echelon (AFOE)

ADMINISTRATIVE INSTRUCTIONS: None.

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COMPETENCY: 9901.1.17 Demonstrate knowledge of Maritime Prepositioning Force (MPF) and Air Contingency Force (ACF) operations.

OVERVIEW: MPF and ACF are two contingency response means designed to achieve rapid closure with an effective force capable of dealing with the situation which forced a response. The need for rational urgency and the scarcity of strategic mobility assets to move needed forces combine to make the MPF/ACF concepts of crucial importance to our security. Knowledge of the MPF/ACF organizations, as well as those associated supporting organizations, is central to the development and employment planning involved. Broad knowledge of the logistics considerations and of the planning concepts and procedures is also necessary.

EDUCATIONAL FOCUS:

1. How Maritime Prepositioning Forces (MPF) and Crisis Action Modules (CAM's) decrease force closure time and add flexibility to a CINC's force options.
2. Our strategic lift resources to include how each contributes to the strategic lift capability.
3. Ability or lack of ability to deploy affecting our capability to employ.
4. The traditional MEF(FWD)/MAGTF configurations and task organizations available for the buildup of forces.
5. The notional fingerprint associated with MEF(FWD)/MAGTF operations.
6. The concept of buildup of forces in theater.
7. How forward deployed MAGTF's can be built on during a crisis.
8. The utility of MAGTF's to the NCA and unified CINC.
9. The enabling and complementary characteristics of forward deployed MAGTF's.
10. The capabilities and limitations of MPF operations.
11. The six configurations for employment of an MPF.
12. The organization, composition, functions, and command relationships for the agencies responsible for arrival and assembly of the MPF.
13. The principles and considerations associated with the development of an arrival and assembly plan.
14. The considerations for planning the backload of MFF ships.

REFERENCES:

1. FMFM 1-5, Maritime Prepositioning Force (MPF) Operations
2. FMFM 2, MAGTF Operations
3. FMFM 3, Command and Control Systems
4. MarCor Capabilities Plan, Vol 1
5. OH 7-8, Deployment of the Assault Follow-on Echelon (AFOE)

ADMINISTRATIVE INSTRUCTIONS: None.

Encl (1)

COMPETENCY: 9901.1.18 Demonstrate knowledge of military decision making sufficient to identify the elements of the deliberate, rapid and MAGTF planning modules.

OVERVIEW: Leaders give direction to the organizations they lead through sound and timely decision making. Decision making is contextual in nature. It flows from the environment from which the decisions emanate, the situation needing a response, and the time available to decide. The implications of this requirement are very broad and entail close familiarity with the structure, philosophy and procedures of the command and control system making the decisions as well as the planning models which support it. The ability to make quality decisions rapidly, in a complex environment is particularly important. Judgment in decision making includes the ability to interpolate within the decision making process to achieve decisive and favorable results.

EDUCATIONAL FOCUS:

1. The major categories used in identifying information processing preferences.
2. The significance of different information processing preferences and personality types.
3. The impact of information processing on the learning and decision making process.
4. The causes and sources of stress.
5. The impact stress has on our physical and mental capabilities as well as on personal relationships.
6. The importance of small unit leadership on the battlefield.
7. The ethical dilemmas in combat and their effect on decision making.
8. The importance of bold, decisive decisions on the field of battle.
9. The operational art with emphasis on military judgment and operational maneuver.
10. The principles and philosophy of warfighting espoused in FMFM 1.
11. How to develop and present commander's planning guidance.
12. How to develop and present courses of action.
13. The advantages and disadvantages of courses of action.
14. The differences between written and verbal operation orders.
15. Preparation of Annex A (Task Organization) to the operation order.
16. The fragmentary order.
17. The application, basic composition, and design of the matrix order and overlay order.
18. The five key characteristics of recognition decision making.
19. Tactical decisions in terms of METT-TS-L and the fundamentals of offensive tactics.
20. The planning and preparation of a battalion operation order and appropriate overlays.

REFERENCES:

1. FM 100-5, Operations
2. FMFM 1, Warfighting
3. FMFM 1-1, Campaigning
4. FMFM 3-1, Command and Staff Action
5. FMFM 6-3, Marine Infantry Battalion
6. FMFM 6-18, Techniques and Procedures for Fire Support Coordination

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7. Joint Pub 1-02, Department of Defense Dictionary of Military and Associated Terms

ADMINISTRATIVE INSTRUCTIONS: None.

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COMPETENCY: 9901.1.19 Demonstrate sufficient knowledge of the basic decisions required for the execution of amphibious operations, including the ability to identify the nature of the CATF/CLF relationship in all phases of an amphibious operation.

OVERVIEW: Amphibious operations are joint ventures conducted by a naval surface force and a landing force acting in concert. Successful command relationships throughout the decision making process are a requirement for achieving success. In consideration of the fact that amphibious operations have traditionally been our forte, Marine Captains should develop a detailed understanding of the complexities involved in the amphibious environment.

EDUCATIONAL FOCUS:

1. The tenets of maneuver warfare and the principles of war as applied to the amphibious operations of Gallipoli and Inchon.
2. The basic decisions implicit in planning amphibious operations.
3. The basis for amphibious doctrine and the basic decisions that are required.
4. The purpose of amphibious raids and the planning considerations associated with raid operations.
5. The role of the Marine Corps in amphibious operations.
6. The capabilities, limitations and purposes of amphibious operations.
7. Basic USN/USMC command relationships.

REFERENCES:

1. FMFM 1, Warfighting
2. FMFM 1-1, Campaigning
3. FMFM 1-2, The Role of the Marine Corps in the National Defense
4. FMFM 1-5, Maritime Prepositioning Force (MPF) Operations
5. FMFM 3-1, Command and Staff Action
6. FMFM 8-1, Special Operations
7. Victory at High Tide by R. D. Heinl
8. Gallipoli by A. Moorehead

ADMINISTRATIVE INSTRUCTIONS: None.

Encl (1)

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COMPETENCY: 9901.1.20 Demonstrate knowledge sufficient to identify the responsibilities of command that encompass administration, military law, training management, supply, maintenance management, and logistics.

OVERVIEW: The authority of command imposes wide ranging responsibilities. The scope of this responsibility is such that, morally as well as legally, commanders are held accountable for everything their units do or fail to do. Command authority also confers an obligation to discharge responsibilities with success and effectiveness. To do this implies continual pursuit of the detailed knowledge necessary to foster success.

EDUCATIONAL FOCUS:

1. Security awareness.
2. Applicable security regulations.
3. Reporting security concerns and violations.
4. The major categories used in identifying information processing preferences.
5. The significance of different information processing preferences and personality types.
6. The impact of information processing on the learning and decision making process.
7. Ethical dilemmas and their implications.
8. Reasoning skills so as to understand why certain actions are taken and why one course of action is chosen over another.
9. Ethical dilemmas requiring decisiveness and action.
10. The causes and sources of stress.
11. The impact stress has on our physical and mental capabilities as well as on personal relationships.
12. Stress reduction techniques to maximize personal effectiveness and decision making.
13. Support and defend the Constitution of the United States of America.
14. The importance of civilian control of the military in preserving American Democracy.
15. The characteristics of combat stress.
16. Leadership techniques to effectively identify, prevent, and manage combat stress.
17. The importance of small-unit leaders to act as role models in preventing and managing combat stress.
18. The responsibilities of command for the health of the unit and the use of medical support in combat operations.
19. The effects of nonbattle injuries on the combat effectiveness of a unit.
20. The importance of small unit leadership on the battlefield.
21. The ethical dilemmas in combat and their effect on decision making.
22. The importance of bold, decisive decisions on the field of battle.
23. The Systems Approach to Training (SAT).
24. Long-range, mid-range, and short-range training plan.
25. The training requirements in support of the TEEP.
26. The detailed planning and logistical support requirements in the formulation of MOS training.
27. The intent and application of the Marine Corps Combat Readiness and Evaluation System (MCCRES).
28. The responsibilities of the Casualty Assistance Officer.

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29. Fitness report writing and processing.
30. Promotion board procedures.
31. The essential characteristics of leading, training, and managing a unit as a company grade officer.
32. A concept of command that establishes the responsibility, accountability, and positive command environment necessary for effective military units.
33. The CSS concerns of commanders/OIC's at the battalion/squadron level.
34. A commander's/OIC's responsibilities concerning supply management, maintenance management, motor transport maintenance, armory procedures, health care responsibilities and aviation logistics.
35. The legal responsibilities of company level command with regards to:
 - a. Nonjudicial punishment.
 - b. Summary courts-martial.
 - c. Search and seizure.
 - d. JAG Manual investigations.
 - e. The standards of conduct as required by the Department of Defense.
36. The basic principles of Total Quality Leadership (TQL).
37. The leader's role in process improvement efforts.
38. TQL basic improvement concepts and philosophy.
39. The process improvement cycle.

REFERENCES:

1. FM 21-10, Field Hygiene and Sanitation
2. FMFM 0-1, Unit Training Management Guide
3. FMFM 0-1A, How To Conduct Training
4. FMFM 4, Combat Service Support
5. FMFM 4-1, Combat Service Support Operations
6. FMFM 4-50, Medical Support
7. FMFM 4-55, Combat Stress
8. FMFRP 1-11, Fleet Marine Force Organization
9. MCO 1553.3, Marine Corps Unit Training Management
10. MCO P1610.7, Performance Evaluation System
11. MCO P3040.4C, Marine Corps Casualty Procedures Manual
12. Commander's Handbook on Military and Civil Law
13. To Serve With Honor, Richard A. Gabriel
14. This Kind of War, T. J. Farenbach
15. Chosin, Eric Hammel
16. The Last Parallel, Martin Russ
17. Company Command, The Bottom Line, J. C. Meyer, Jr.

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ADMINISTRATIVE INSTRUCTIONS: None.

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COMPETENCY: 9901.1.21 Demonstrate knowledge sufficient to identify a concept of command.

OVERVIEW: The leader and, especially, the commander, are unit focal points who exert a tremendous impact on their units. They are responsible for creating a command atmosphere which leads to success. A coherent concept framing the thrust and character of the desired command environment is necessary for consistent effectiveness and must be the product of considerable study, thought and selectivity. A purposeful sense of direction, a positive moral climate, clear values, distinct preferences and a spirit which fosters cohesion are among the necessary integrals of a concept which shapes the actions of the leader and his expectations of his organization. Leaders and commanders continually draw from their experience, study, and character to coherently frame a concept of command.

EDUCATIONAL FOCUS:

1. Anticipation, management, and exploitation of change.
2. The highest professional and ethical standards.
3. Teaching, coaching, and counseling skills.
4. Confidence and trust in subordinates.
5. Problem solving.
6. Decisiveness under pressure.
7. Team building techniques.
8. Initiative, taking reasoned and measured risks to exploit opportunities.
9. Why Marines fight.
10. How leaders motivate subordinates.
11. The impact of boldness and risk-taking.
12. The factors in effective combat leadership.
13. The concept of situational leadership, various leadership styles, and the factors influencing their selection.
14. The essential characteristics of leading, training, and managing a unit as a company grade officer.
15. A concept of command that establishes the responsibility, accountability, and positive command environment necessary for effective military units.
16. The responsibility to establish a positive command climate.

REFERENCES:

1. FM 22-100, Military Leadership
2. Marine Corps Manual
3. MCO 5390.2D, Leadership Training and Education
4. NAVMC 2653, The Armed Force Officer
5. NAVMC 2767, User's Guide to Marine Corps Leadership Training
6. Battle Leadership, Captain Adolf Von Schell
7. Company Command, The Bottom Line, J. C. Meyer, Jr.
8. Common Sense Training, A Working Philosophy for Leaders, LtGen A. S. Collins

ADMINISTRATIVE INSTRUCTIONS: None.

Encl (1)

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COMPETENCY: 9901.1.22 Demonstrate knowledge of a code of ethics commensurate with an officer's legal and moral requirements.

OVERVIEW: Strict ethical discipline is the foundation which gives strength and soundness to the officer who adheres and is central to successfully establishing and maintaining the moral aspects of leadership implicit in our office. Our legal authority confers professional obligations. Specifically, we must be worthy of trust. Additionally, we must possess, exhibit, recognize and cherish our professional values.

EDUCATIONAL FOCUS:

1. Identification and recognition of ethical dilemmas and their implications.
2. Reasoning skills to understand why certain actions are taken and why one course of action is chosen over another.
3. Ethical dilemmas require decisiveness and action.
4. The difference between beliefs, values and ethics.
5. The military role as defenders and the idea of patriotism.
6. The "dual life value" theory and its applicability to military leadership.
7. The requirements of a sound close combat program.
8. The nature of ethics as they apply to the military profession.
9. The ethical challenges and dilemmas within the military profession.
10. The leader's role and responsibility in developing and fostering an ethical climate within their command.
11. The inherent ethical challenges which accompany command.
12. Application of sound reasoning in determining courses of action to resolve ethical challenges.
13. The standards and responsibilities embodied in the six articles of the Code of Conduct.
14. The leadership challenges faced by military personnel in high risk situations.

REFERENCES:

1. FMFM 1, Warfighting
2. FMFM 1-1, Campaigning
3. MCO 3460.1A, Guidance for Instruction to Assist U.S. Military Personnel in Captivity or Hostile Detention During Peacetime
4. NAVMC 2767, User's Guide to Marine Corps Leadership Training
5. Values for a New Millennium, Dr. Robert L. Humphrey
6. To Serve With Honor, Richard A. Gabriel
7. The Challenge of Military Leadership, Matthews & Brown

ADMINISTRATIVE INSTRUCTIONS: None.

Encl (1)

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COMPETENCY: 9901.1.23 Demonstrate knowledge sufficient to identify the current leadership challenges and issues facing Marine officers in the areas of Total Quality Leadership (TQL), prevention of sexual harassment, fraternization, substance abuse, suicide prevention, and equal opportunity.

OVERVIEW: The American society which the Marine Corps protects and serves gives rise to many contentious issues which exert considerable impact and produce significant challenges for the military. Professionals must recognize the nature of the unique relationship between our military and the society at large and must continually strive to appreciate the arising issues facing all of us.

EDUCATIONAL FOCUS:

1. National policies, strategy, and programs pertaining to the war on drugs; and the role of the Marine Corps in these programs.
2. The basic principles of Total Quality Leadership (TQL).
3. The leader's role in process improvement efforts.
4. TQL basic improvement concepts and philosophy.
5. The relationship between the media and the military.

REFERENCES:

1. FM 100-20, Military Operations in Low Intensity Conflict
2. Joint Pub 3-07, Doctrine for Joint Operations in Low Intensity Conflict
3. Joint Pub 3-07.4, Joint Tactics, Techniques, and Procedures for Counterdrug Operations
4. MCO P5720.61, Public Affairs Manual

ADMINISTRATIVE INSTRUCTIONS: None.

Encl (1)